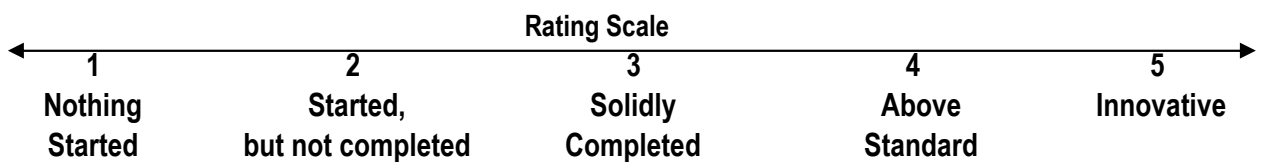


Performance Management Confirmation Preliminary Readiness Assessment

Instructions

This self-assessment tool is designed to evaluate the level of organizational readiness to meet the confirmation preliminary application evaluation standards.

Use these standardized questions and rating scale to assess the strength of your current employee performance management program and readiness to begin developing your application for performance management confirmation.



Questions	Rating	Strengths, Weaknesses, Next Steps
Executive Commitment		
How has your leadership demonstrated its commitment to a performance-based culture and receiving performance management confirmation?		
1. Our organization demonstrates a historic culture of performance.		
2. Our chief executive has communicated his/her commitment to both a performance management culture and performance management confirmation to employees.		
3. Our senior leadership has been actively involved in the development of the agency's current performance management system and preparing for confirmation.		
4. Our organization has formed a confirmation team composed of a cross-section of the agency.		
5. Our senior leadership has given the team adequate resources, training, tools, and time to complete the project.		

Questions	Rating	Strengths, Weaknesses, Next Steps
Readiness Assessment		
Organizational Performance Planning How has your leadership promoted and supported organizational performance planning and results? 6. Our organization's vision, mission, and values are clearly stated and communicated to all employees.		
7. Our organization has a strategic plan with business goals, objectives, and strategies in place.		
8. Our organization has performance measures in place for each business line.		
9. Our organization has a process for monitoring and reporting performance on: <input type="checkbox"/> Strategic plan and business plan goals. <input type="checkbox"/> Organizational performance levels.		
10. Our organization integrates the performance management system throughout the organization through activities such as GMAP, balance scorecard, WSQA and other types of assessments (e.g. internal and external audits).		
Recognition or Reward Systems What is your organization's experience implementing formal recognition or reward programs? How are they aligned with your business goals and measures? 11. Our organization demonstrates formally recognizing excellent performance.		
Roles & Responsibilities		
How do your current assigned roles and responsibilities support your existing employee performance management program? 12. We have roles and responsibilities currently assigned for: <input type="checkbox"/> Executive Management <input type="checkbox"/> Human Resources <input type="checkbox"/> Supervisors <input type="checkbox"/> Employees		
13. Each person with an assigned role is aware of the standards and expectations of their assigned roles.		

Questions	Rating	Strengths, Weaknesses, Next Steps
Management Accountability		
How are your managers and supervisors currently held accountable for consistent, equitable, and transparent administration of your existing performance management program?		
14. Consequences are clear for failure to meet standards and expectations for management roles.		
15. Our managers and supervisors clearly understand the consequences for failure to meet performance management responsibilities.		
16. Administrative processes are in place for tracking manager and supervisor compliance with performance management standards and practices.		
Policies and Procedures		
How do your current policies and procedures support your existing performance management program?		
17. Our Salary Determination policy (SDP): <input type="checkbox"/> Describes the organization's general pay philosophy. <input type="checkbox"/> Describes roles and responsibilities of various staff relative to compensation practices and processes. <input type="checkbox"/> Describes how base salary and other elements of compensation are determined.		
18. Our employee performance management policy (EPM): <input type="checkbox"/> Describes our executive commitment to EPM. <input type="checkbox"/> Describes the linkage between EPM, organizational performance management, and accomplishment of organizational goals. <input type="checkbox"/> Describes the principles and purpose of the EPM system. <input type="checkbox"/> Describes roles and responsibilities of various staff relative to EPM.		
Communication Strategy & Plan		
What are the significant communication risks that you will need to address moving forward.	Not Rated	
What are your contingency plans for eliminating misunderstandings and destructive myths.	Not Rated	

Questions	Rating	Strengths, Weaknesses, Next Steps
Training & Orientation		
How does your training and development strategy support your performance management culture?		
19. We have demonstrated executive commitment to staff training, including: <input type="checkbox"/> Financial resources. <input type="checkbox"/> Release time.		
20. We have established training requirements for: <input type="checkbox"/> Senior leaders and managers. <input type="checkbox"/> Supervisors. <input type="checkbox"/> Employees. <input type="checkbox"/> New supervisors. <input type="checkbox"/> New employees.		
21. We have core training requirements for all employees that include: <input type="checkbox"/> Ethics. <input type="checkbox"/> Diversity. <input type="checkbox"/> Sexual Harassment Prevention.		
22. We have core training requirements for managers and supervisors that include: <input type="checkbox"/> Supervisor's essentials or equivalent <input type="checkbox"/> Performance Planning & Development		
23. We have a monitoring and reporting system that: <input type="checkbox"/> Comprehensively tracks all permanent employees. <input type="checkbox"/> Audits PDPs for improvement <input type="checkbox"/> Reports compliance to executive management.		
24. We have 90% compliance with required training.		
PDP Implementation		
How does your current performance planning and evaluation (PDP) process support your existing performance management program?		
25. Our organization has used the PDP to plan and appraise performance for one or more performance cycles.		
26. Our organization has established timeframes and deadlines for completing the PDP.		

Questions	Rating	Strengths, Weaknesses, Next Steps
27. Our organization requires use of periodic interim reviews, including at least one mid-term evaluation during the review period.		
28. Our organization has a monitoring and reporting system that: <input type="checkbox"/> Comprehensively tracks all permanent employees. <input type="checkbox"/> Reports compliance to executive management.		
29. Our organization reviews PDPs for quality and improvement.		
30. Our organization has at least 90% completion/compliance rate for: <input type="checkbox"/> Performance and Development plans. <input type="checkbox"/> Individual development plans. <input type="checkbox"/> Performance evaluations. <input type="checkbox"/> Current position descriptions. (PDFs) <input type="checkbox"/> Supervisor expectations for workforce management.		

Performance Incentive Program

Use these standardized questions and rating scale to assess the strength of your employee performance management program relative to developing a performance incentive program.

Questions	Strengths, Weaknesses, Next Steps
Performance Incentive Program	
We have discussed the desired outcomes we expect to achieve by developing an incentive program.	
We have discussed what parts of your organization and which employees will be impacted by this program.	
We have discussed what performance based practices we are proposing for our performance incentive program such as: <ul style="list-style-type: none"> • Dollar amounts or salary percentages for lump sum, goal sharing, and gain sharing programs.. • Leave amounts for lump sum, goal sharing, and gain sharing programs. • Percentages and/or timeframes for accelerated/decelerated progression pay programs. • Benefits and/or penalties for layoff programs. • Award levels (if using an award program with multiple levels). 	

Consultation and Assistance

DOP staff are available to assist you throughout the confirmation process, including providing a briefing to your executive management team regarding the confirmation process. Please contact the PMC Coordinator, Kris Brophy, at KrisB@dop.wa.gov or 360-664-6285 for more information.

Tools and Resources

Use the following tools and resources to learn more about the confirmation process.

- ☐ Confirmation Guide – Overview
- ☐ Application Guide – Preliminary Application Submittal Guide
- ☐ Application Guide – Interim Report and Final Submittal Guide
- ☐ Monitoring Report Guide
- ☐ Application Process Timeline chart
- ☐ Preliminary Readiness Assessment
- ☐ Employee Confidence Survey
- ☐ Employee Performance Incentive Program Survey
- ☐ Baldrige/WSQA Question Crosswalk table.
- ☐ Application Process Table